

Principles of analytics:

Q1 - Evidence based practice refers to the systematic use of the best available evidence to inform decision making. In people management this means combining data and analytics, professional expertise and scientific research to make objective, well reasoned decisions rather than relying on intuition or past practice. The CIPD defines evidence-based practice as a way of ensuring people decisions are more likely to deliver positive and measurable outcomes for both organisations and employees.

For company X, applying evidence based practice would support more credible, consistent and value adding HR solutions for clients.

One example is improving employee retention for clients. Company X could analyse workforce data such as turnover rates, absence levels and engagement survey results and exit interview feedback to identify patterns throughout the company. This organisational data could then be combined with external research such as CIPD studies on retention and engagement in order to recommend targeted interventions within the company. For example evidence may show that poor line management is a key factor leading to data led recommendations around manager training or job design.

A second example is evaluating the effectiveness of learning and development initiatives. Company X could collect and analyse data on training participation, performance outcomes and progression rates before and after interventions. This data can be compared with academic research and best practice on skills development to assess return on investment and identify which programmes deliver the greatest impact for clients. By applying evidence based practice, company x can enhance decision quality, reduce risk and strengthen its reputation as a trusted data driven HR partner.

CIPD (2023) Evidence based practice for effective decision making

CIPD (2022) People analytics driving business performance with people data.

Q2 - Using data at Company X is critical to accurately identifying people related problems and issues because it supports evidence based decision making and reduces reliance on assumptions or anecdotal information. The CIPD emphasises that people analytics enables organisations to understand what is really happening in the workforce and to make better, fairer and more consistent decisions (CIPD, 2022)

By analysing high quality data such as absence rates, employee turnover, engagement survey results, performance metrics and diversity data, Company X can clearly identify patterns, trends, and root causes for issues. For example, data may reveal whether high turnover is linked to specific roles, managers or client sectors allowing targeted interventions. Without data there is a risk of misdiagnosing problems and investing time and resources into solutions that do not address the real issue.

Data also improves objectivity and reduces non bias in decision making. The CIPD highlights that using data responsibly supports transparency and ethical people management, which is particularly important when advising clients on sensitive workforce matters. Accurate data

ensures that recommendations are defensible and aligned with employment legislation and good practice.

Data enables Company X to measure the impact of people's initiatives over time. Tracking key metrics before and after interventions allows the organisation to evaluate effectiveness, demonstrate value to clients and continuously improve services. As highlighted by both CIPD and Harvard Business Review, organisations that use people analytics are effectively better positioned to move from reactive problem solving to proactive workforce planning. (Davenport, Harris and Shapiro, 2010)

Overall, using data strengthens Company X credibility as an HR solutions provider and supports informed decisions that improve people practices and client outcomes.

CIPD 2022: People analytics - an introduction.

Davenport, Harris and Shapiro 2010 'competing on talent analytics' Harvard business review.

Q3. People professionals at Company X can use a range of data measurements to gain insight into workforce performance and support informed decision making for clients. The CIPD groups people analytics data into several key categories, including descriptive, diagnostic, predictive, and prescriptive measurements (CIPD, 2022)

Descriptive measurements explain what happens in the workforce. These include headcount, turnover rates, absence levels, time to hire and demographic data such as age, gender and length of service. For example, Company X could report monthly absence rates across client organisations to highlight trends or areas of concern. This type of data can provide a clear overview but will not explain why issues may be occurring within the organisation.

Another way to help identify causes behind the trends are predictive measurements by using historical data to predict future outcomes. Examples can include predicting turnover risk or workforce demand. For company X predictive analytics may help clients anticipate recruitment needs or identify employees who are at risk of leaving allowing preventative action to be taken.

Diagnostic measurements help identify the causes behind trends. These measurements may combine multiple data sources, such as linking exit interview feedback with turnover data or analysing absence patterns alongside engagement survey results. Company X could identify whether high turnover within a client organisation is linked to poor management or workload pressures.

Additionally, people professionals use quantitative data, such as numerical metrics, alongside qualitative data such as employee feedback and surveys to provide context and deeper understanding. The CIPD highlights that combining different types of data enables more accurate, ethical insights to improve workforce outcomes.

CIPD 2022 - People analytics: An introduction

CIPD 2021 - Evidence based practice for effective decision making

Q4. The application of clear policies and procedures plays an important role in informing Company X decisions by providing a consistent and evidence based framework for managing people and advising clients. Policies and procedures set out agreed standards for how data is collected, analysed and used which can support accurate decision making.

From a people analytics perspective policies such as data protection, data governance equality and diversity and performance management ensures that the workforce data is handled ethically. The CIPD highlights that clear policies help organisations use people data responsibly, reducing the risk while increasing trust and credibility (CIPD, 2022) for Company X this is particularly important when managing sensitive client and employee data and complying with the GDPR legislation. Procedures also ensure consistency in how decisions are made. For example, having standard procedures for analysing absence or turnover data ensures that insights are comparable across different clients and time periods. This will allow Company X to identify genuine trends rather than inconsistencies caused by varying approaches. Consistent application supports fair treatment and reduce bias which aligns with the CIPD principles of ethical and evidence based practice (CIPD 2021)

In addition, policies and procedures provide a benchmark against which data can be measured. For example, comparing actual absence levels against an absence management policy can help determine whether intervention is required. Similarly, performance or capability procedures can be informed by objective data, supporting managers to make fair and transparent decisions.

Overall the effective application of policies and procedures enable Company X to translate people data into informed, compliant and ethical decisions, strengthening both internal practice and the quality of advice provided to clients.

CIPD 2021 - evidence based practice for effective decision making

CIPD 2022 - People analytics an introduction.

Q5. People professionals at Company X can create value for their people and their organisation by using evidence based practices. The CIPD highlights that HR's role is to create value by improving employee wellbeing and also organisational performance. (CIPD 2021)

For their people, Company X's people professionals can use workforce data and employee feedback to design fair and inclusive people practices. By analysing engagement, wellbeing and performance data it can help HR create interventions such as wellbeing initiatives or flexible working. This supports improved employee retention and experience with the company. The CIPD's good work agenda suggests that positive people practices leads to healthier and more motivated, productive employees.(CIPD 2023)

Clients, regulators and the wider community add value by promoting ethical and transparent, legally compliant practices. If people data is used responsibly, it can support equality, diversity and inclusion. It can also reduce risk and enhances organisational reputation. Company X contributes to positive social and economic outcomes by helping clients adopt sustainable and fair people practices.

Overall, through ethical practice and data driven insights, people professionals at Company X can create values which will benefit organisations and individuals.

Q6. If I was successful, and was working for Company X as the People Analytics administrator I would be customer focused and would be entirely driven by a strong mindset of ethical and accurate data management. I understand the importance of customer needs and delivering reliable outputs that support ethical decision making for the company.

I would take time to understand objectives, challenges and requirements by being customer focused. I would install this by actively listening to employees needs, and transferring complex data into clear insights. In my position I would ensure that the analytic outputs are relevant yet also accessible. By producing clear reports and summaries that highlight key trends will support stakeholders. I would work in line with Company X's policies, procedures and professional standards especially when it comes to data quality, confidentiality and compliance with GDPR. I understand the importance of working with sensitive information and the accuracy, consistency and version control.

In addition, I would regularly review inconsistencies, data quality and ensure I'm seeking continuous improvement in the process. While aligning my work with the CIPD principles of ethical and evidence based practice it would help ensure that Company X delivers compliant analytics.

Hours of overtime worked over a four week period for Blue Mountain Patisserie								
Department	Name	Week 1	Week 2	Week 3	Week 4	Normal working hours	Average number of overtime hours worked per week over 4 weeks	Average overtime worked as a percentage against normal working hours
Shop Staff	J Scott	16	8	12	8	37.5	11	29%
	P Mean	10	14	6	7	20	9.25	46%
	S Kidding	8	10	9	10	20	9.25	46%
	D Jaques	9	6	21	11	37.5	11.75	31%
	K Ritter	8	5	9	8	16	7.5	47%
	H Barrel	12	12	11	5	16	10	63%
	L Guarani	11	7	10	6	37.5	8.5	23%
	K Pathos	10	11	15	12	20	12	60%
	B Sykes	10	14	13	14	20	12.75	64%
	S Grant	14	7	9	4	16	8.5	53%
	P Perfect	5	8	10	12	16	8.75	55%
	H Dumpty	4	7	7	7	20	6.25	31%
	R Rickson	2	4	5	8	16	4.75	30%
Baristas	K Gerbil	12	10	1	2	37.5	6.25	17%
	S Lund	10	8	8	8	20	8.5	43%
	B Bathbun	5	7	6	7	16	6.25	39%
	H John	4	5	4	6	8	4.75	59%
	R Rabbitt	2	3	2	2	8	2.25	28%
Bakery	P Harlum	6	8	9	9	37.5	8	21%
	M Hubbard	8	6	7	5	20	6.5	33%
	P Boots	8	6	6	6	20	6.5	33%

The data in the table above shows consistently high overtime usage across all departments, with the shop staff sector accounting for the highest overall overtime and for the largest number of employees, with many individuals working 50% over their usual working hours which is unsustainable in the long run. The baristas and bakery staff also show a lot of overtime but generally at lower levels than shop staff.

Key issues:

- **Overtime reliance** - Many employees, especially the shop staff are working on average 40% overtime. This may suggest that overtime is being used as a regular staffing strategy rather than for rare occasions when overtime is needed, such as to cover sickness or holidays. High dependence on overtime may risk employee burnout, leading to employees leaving the business therefore a high turnover in staff. It would be more effective for the business to employ enough staff to work the hours rather than cause employee burnout. This will help reduce the turnover in the business and allow managers to stop relying on overtime within current staff.
- **Uneven distribution of work** - There are significant differences between individuals doing similar roles. Some shop staff members are on average 12 hours whereas others remain below a 7 hour average. This uneven allocation can lead to staff dissatisfaction and unfairness. There may be a higher turnover among overworked staff. Although some staff may be contracted to less hours therefore if their hours are increased, and some staff hours are shortened this may cause issues between staff and management.
- **Wellbeing and performance** - Staff who are working at an average of 50% overtime may suffer with an increased risk of fatigue, reduced productivity and errors in their work. Errors may include food preparation, customer service and cash handling.

- **Overtime rates** - Typically many employers pay higher rates for overtime. Having employees work persistent overtime can be more expensive than hiring casual staff or additional part time workers.

Shop staff: Many employees exceed 10-12 hours over their normal working hours per week - on average. This points towards understaffing or poor shift planning from management.

Baristas: Overtime is moderate within the baristas, but is still consistent among staff. This can be concerning in which some staff exceeding 59% over their usual contracted hours.

Bakery: Overtime levels are much lower but stable among the bakery staff. This suggests predictable demand in the bakery sector which may benefit from better scheduling from management.

Solutions:

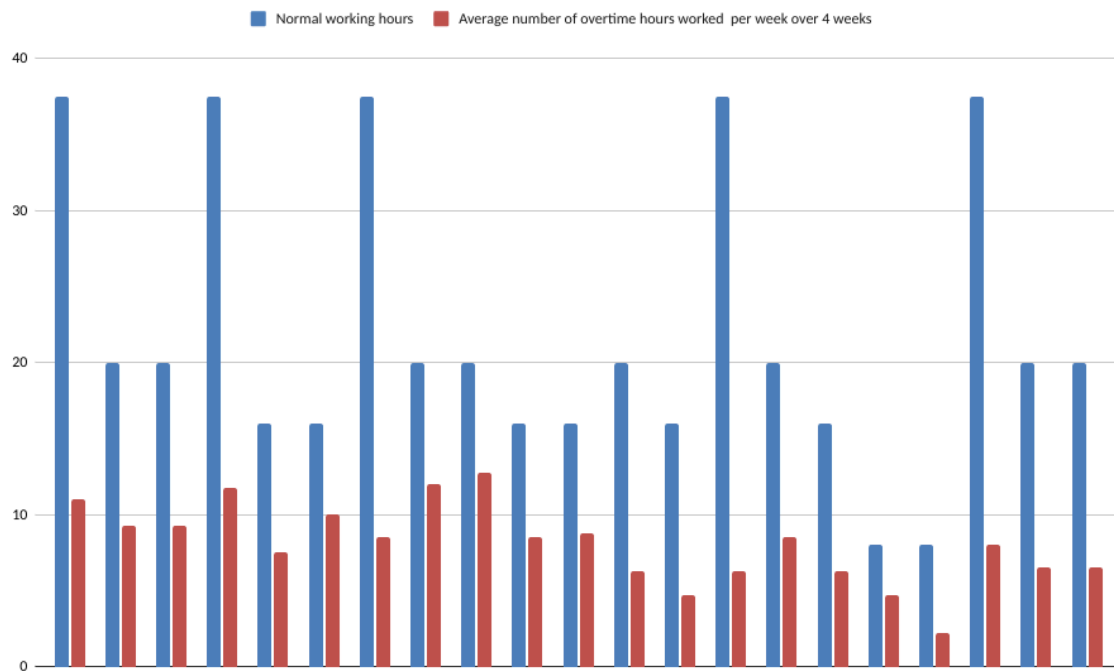
Staffing levels: By conducting a workforce needs analysis this can determine whether the company would benefit from additional permanent or part time staff. This may be very useful within the shop staff or baristas.

Rota planning: By using sales data this can help determine when more staff are needed during peak periods. Using a rota for overtime can help reduce fatigue and improve morale within staff

Maximum overtime: It may be a good idea to introduce overtime limits for staff. The above table shows excessive overtime worked which is helpful for management to distribute overtime more fairly.

Performance and wellbeing: Regularly reviewing overtime reports alongside errors and staff feedback can identify signs of burnouts within staff. Working overtime also increases work related stress which has significant negative long term effects. Overtime means that people relax less which leads to poor sleep quality and fatigue. Due to poor sleep employees may be more susceptible to workplace injuries. ([Supportroom.com](https://supportroom.com) 2025)

The overtime data essentially highlights understaffing and a scheduling issue from management, especially within the shop staff. While overtime offers flexible working hours, it's current position only offers operational and financial risk, alongside burnouts from staff and higher turnover. If management addresses these issues through better planning and staffing the workload will improve sustainability, wellbeing among staff and overall performance of the business.



Average overtime worked as a percentage against normal working hours vs Average number of overtime hours worked per week over 4 weeks

